

Appendix A

NCWM, INC. 2000 STRATEGIC PLAN

Business Plan

ISSUES

1. The National Institute of Standards & Technology Handbook 44 should be reorganized and rewritten.

NIST Handbook 44 is one of the most important products of the National Conference on Weights and Measures. The last major revision of Handbook 44 was in 1949, since then it has had many additions and revisions. Many users of the handbook believe it is outdated and needs to be reorganized and rewritten. Many of the requirements in many of the specific codes relate to mechanical devices. Most of the devices in today's world are electronic. Most users of Handbook 44 agree it is not clearly written and leaves too much to interpretation.

There is no question but the reorganization and rewriting of handbook 44 would be a major undertaking and require a long-term commitment on the part of the Conference. A committee of 10 to 15 people representing the major interest groups in the Conference should be appointed to determine the feasibility of such an undertaking.

Current status

Ron Murdock of North Carolina was appointed by NCWM Chairman, Wes Diggs in July 1999 to chair a work group of public and private sector members to make recommendations for the reorganization of Handbook 44. The work group is comprised of the following members:

| | |
|------------------|----------------------------|
| Johnny Parrish | Fisher-Rosemount Petroleum |
| Steve Cook | California |
| Steve Hadder | Florida |
| Bill West | Ohio |
| Michael Keilty | Micro Motion, Inc. |
| Ross Andersen | New York |
| Tina Butcher | NIST |
| Gordon Johnson | Gilbarco |
| Gary Lameris | Hobart Corp |
| Dave Quinn | Fairbanks Scales |
| Gary West | New Mexico |
| Richard Wotthlie | Maryland |
| Robert Traettino | Liquid Controls LLC |
| Otto Warnlof | NIST/retired |
| Ron Murdock | North Carolina |

Their first meeting was held September 26, 1999, in Olympia, Washington. Working Group Chairman, Ron Murdock will provide a current status report on Thursday, January 20, 2000, when Item #101-16 of the Interim Meeting Agenda for the Board of Directors is presented.

Assigned to:

Ron Murdock, North Carolina Standards Division.

Estimated completion date:

In Progress

2. The NCWM should move to copyright handbooks and other publications that are products of the Conference's efforts.

Much of the NCWM's resources in both time and money go into the development and publication of NCWM/NIST publications. It would seem prudent to be in a position to protect these documents from misuse and to ensure NCWM can receive compensation for these publications when deemed appropriate. Several private organizations reprint NCWM publications using their company or association logos on the cover. These publications are then distributed to clients and other

interested parties. In some cases, these reprinted documents are given away or sold as a membership inducement or otherwise to promote the private organization.

Another consideration is because NCWM/NIST publications are referenced in many State laws, many attorneys and at least one State's Attorney General believes it is a part of the State law and since they are not copyrighted, copies must be made available to the public upon request. In the audit of the NCWM 1997 - 98 financial records, the auditor suggested that the Conference investigate copyrighting in order to protect all items proprietary in nature and to prevent competition for the sales of these publications.

One of the major issues concerning the copyright of these publications is ownership. Mr. Ray Kammer, Director of NIST has said he would not be willing to let these publications be copyrighted until certain questions were addressed. Note: These questions may be more related to the free distribution of publications to certain non-private organizations such as depository libraries. However, based on a list provided by OWM, the OWM staff believes that all major publications are the property of both NIST and NCWM.

To further complicate the issue of ownership, handbooks have been published with OWM technical advisors' names listed on the title pages as editors. This practice may have started in the early 1980s with Carroll Brickenkamp and NIST Handbook 133. If one looks at the title page of the present publications, they will find a list of the OWM Technical Advisors as well as officials of the Department of Commerce and the statement "as adopted by the 84th National Conference on Weight and Measures." Beyond stating the fact that NCWM adopts the publications, no recognition is given to the NCWM for its part in writing and developing the publications.

If the Conference does move to copyright the publications it may be a major undertaking in terms of cost. Our attorney, Simon Stapleton has suggested that, for the purpose of this project, we obtain an attorney who specializes in copyrighting. This would be in addition to the legal fees already budgeted. NIST has been paying for the printing and mailing of the handbooks, which is a major expense. Will they continue this practice if the publications are copyrighted?

Current status

Originally Mike Rubin indicated that the publications are owned by NCWM and may be copyrighted by NCWM. Some at the NIST OWM believe the handbooks are jointly owned. Aves Thompson has asked the OWM at NIST to have some of its personnel serve on a committee with Conference officials to bring the issue of ownership to a resolution.

This item was discussed at the Board of Directors meeting on October 28, 1999, with Rich Kayser and Tom Gills of NIST. At that time Dr. Kayser indicated that NIST was not ready to move on the copyright issue. This item first appeared in the January 1998, NCWM, Inc., Strategic Plan, however, we have made little progress.

Assigned to:

Board of Directors

Estimated completion date:

Under Consideration

3. The Membership year should coincide with the Fiscal Year.

Not having the Membership and Fiscal years coincide, causes additional accounting on the part of NCWM Headquarters. Depending on when a membership payment is received, a portion of the payment has to be credited to the present FY and a portion to the next FY. Also because the dues payments are divided it is difficult to obtain a clear picture of NCWM's or the Associate Membership's financial position. This recommendation will require a change in the by-laws.

Dues paid for the membership year of July 1999 through July 2000 will be extended to cover a 15-month period and become due October 1, 2000, which will coincide with the new Fiscal Year.

Current status

At the 1999 NCWM Annual Meeting, the Conference membership voted to delete specific dates for the membership year to allow the Board of Directors more flexibility in setting the membership year in accordance with good business practices.

Assigned to:

Board of Directors

Estimated completion date:

Completed

4. The NCWM should not administer OWM Metrology Funds or Training Grants.

The results of the 1998 audit noted that, for some disbursements from the grant account, NCWM did not have adequate documentation of authorization for purchase. Items were at times purchased or contracted for by others on behalf of the NCWM, and there was no formal approval process. As a result, a formal approval process was adopted.

On the surface there may be some concern about giving up the training grants. It may appear by giving up the grant money the NCWM loses control of how the money may be used. We have developed a protocol for national surveys involving the NCWM. This protocol was developed because of the Conference's involvement with the training grants. By giving up the training grants, the NCWM is not necessarily giving up control of how the grant money is used. The NCWM has decided to not participate in national surveys unless the protocol is followed, regardless of revenue sources. If NIST wants to conduct a survey outside of the Conference, it is not bound to follow the protocol. As a practical matter, NIST does not award the grant money until it agrees with the training it is to be used for.

Current status

The Board of Directors at their June 2, 1999, meeting agreed to refund the Metrology Funds when that account is satisfied and would not accept any new Training Grants after the money obligated in the current grant has been spent. NCWM, Inc., will deduct a fee for administering overhead costs.

As of January 10, 2000, unspent training grant funds of \$8,638.00 were returned to NIST. The return of any OWM metrology funds will be resolved with the current audit, this should be completed by January 23, 2000, during the Interim Meetings.

Assigned to:

Treasurer and NCWM Headquarters

Estimated completion date:

In Progress

5. Procedures should be established to insure that voting members of the NCWM have the opportunity to vote on all of the non-technical issues before the Conference.

It is a general belief all issues presented by the technical committees of the NCWM are technical and can only be voted on by the Active Membership. It is conceivable that non-technical issues could be developed by these committees. An example of this happened at the 1998 Annual Meeting when the S&T and L&R Committees established procedures for getting issues before their respective committees. This was not a technical issue and all members should have been given the opportunity to vote.

Current status

The Board adopted the following policy at the 1999 Annual Meeting:

Policy of Business Versus Technical Issues

The initial determination as to whether an item is business or technical shall be made by the Chair of the Standing Committee. If the Standing Committee is unable to resolve the issue, the decision shall be made by the Board of Directors. The Standing Committee and the Board of Directors shall use the following guidelines in making a determination:

A. Technical issues include, but are not limited to, the following:

1. Items that will be published in Publication 14 or Handbook 44, 105 series, 130, and 133 and
2. Items that may lead to enforcement action by regulatory agencies.

B. Business issues include, but are not limited to, the following:

1. Items concerning training and
2. Items relating to how the Corporation is managed including, but not limited to, changes to the Bylaws and other documents governing the operation of the Corporation.

The policy will be included in the Corporation's Policies and Procedures Manual.

Assigned to:

Board of Directors

Estimated completion date:

Completed

6. Develop a brochure telling the story of weights and measures in the United States and how the National Conference on Weights and Measures fits in the process.

The NCWM Legislative Liaison Committee meets with United States Senators and Congressmen to explain and promote the NCWM. These meetings are usually limited to 15 - 20 minutes. It is important to have a brochure or other suitable material that can be left with these individuals giving more detail about the NCWM than can be discussed in a 15-minute meeting. These brochures would be designed so they would be suitable for distributing to legislators or legislative aids at all levels of government.

Current status

At the NCWM 1999 Annual Meeting, the Board of Directors authorized an expenditure of \$5,000 from Conference reserve funds to complete the brochure project in cooperation with the Associate Membership Committee. Elizabeth Jackson, Marketing Communications, Owings Mills, Maryland, completed the brochure in December 1999. The brochures have been forwarded to the NCWM Headquarters.

Assigned to:

Tom Geiler

Estimated completion date:

Completed

7. Take over the administration of the National Type Evaluation Program by October 1, 2000.

At the 1999 NCWM Annual Meeting, the Board of Directors took comments from industry and weights and measures officials on three proposed options for administering the National Type Evaluation Program. (Background information on the three options can be found in 1999 NCWM Publication 16.) After hearing comments at two open hearings and meeting with NIST management officials, the Board of Directors unanimously selected option #1. This option removes NIST from the role of issuing NTEP certificates and results in the NCWM assuming responsibility for the administration of NTEP.

Current status

NCWM Chairman, Wes Diggs, proposed the following timetable to address the NTEP transition at the Board of Directors meeting on October 29, 1999.

| | |
|-----------------------|---|
| September 2, 1999 - | Meet with Gil Uganisky and notify him that the NCWM plans to assume the total administrative part of NTEP by October 1, 2000. |
| September 10, 1999 | Notify Gil Uganisky in writing of the October 1, 2000 date. |
| September 10-24, 1999 | Gil Uganisky's window of opportunity to respond. |
| September 30, 1999 | Send out renewal invoices for NTEP Certificates of Conformance (CCs). |
| December 30, 1999 | Send out new NCWM CCs to those who have paid their maintenance fee. |
| January 1, 2000 | Start preparing RFP (30 days) |
| February 1, 2000 | Send out RFP (60 days) |
| April 1, 2000 | Screen RFP (15 days) |
| April 15, 2000 | Conduct interviews (15 days) |
| May 1, 2000 | Selection/Acceptance (30 days) |
| June 1, 2000 | New Manager is on board |
| June 1-Sept 30, 2000 | Transition (120 days) |

October 1, 2000 NCWM takes over all administrative activities of NTEP.

Assigned to:

Board of Directors

Estimated completion date:

In Progress

NCWM, Inc.
2000 Strategic Plan
As of October 22, 1999

| | | Start Date | Completed Date | Status |
|----|--|------------|----------------|---------------------|
| 1 | The National Institute of Standards & Technology Handbook-44 should be reorganized. | 7-1999 | | In progress |
| 2 | The NCWM should move to copyright handbooks and other publications that are products of the Conference's efforts. | 1-1998 | | Under consideration |
| 3 | Membership year should coincide with the fiscal year. | 1-1999 | 7-1999 | Completed |
| 4 | The NCWM should not administer OWM metrology funds or training grants. | 6-1999 | | In progress |
| 5 | Procedures should be established to assure that voting members of NCWM should have the opportunity to vote on all nontechnical issues brought before the Conference. | 6-1999 | 7-1999 | Completed |
| 6 | Develop a brochure telling the story of weights and measures in the United States and how the National Conference on Weights and Measures fits in the process. | 7-1998 | 12-1999 | Completed |
| 7 | Take over the administration of the National Type Evaluation Program by October 1, 2000. | 7-1999 | | In progress |
| 8 | Determine continued level of participation in international standards development organizations. (OIML, APLMF, APEC) | 4-15-97 | | Ongoing |
| 9 | Determine continued level of participation and liaison with other standards writing organizations e.g. ASTM, API, NCSL | 4-15-97 | | Ongoing |
| 10 | Provide ongoing liaison to related associations; e.g., SMA, NISA, GPMA, FMI, ISWM, APL, NCSL | 4-15-97 | | Ongoing |
| 11 | Establish procedures for prioritizing resource allocations and operations for providing technical support and guidance for the NCWM Standing Committees and Work Groups by the 1999 meeting. | 4-15-97 | | In progress |